The Transportation Performance Audit Board (TPAB) and the Legislative Transportation Committee (LTC) have recently approved and funded a targeted set of performance measure reviews, performance audits, and studies to improve the efficiency and effectiveness of state transportation programs. The Joint Legislative Audit and Review Committee (JLARC) is to conduct several of these audits, including this assessment of capital projects management in the Washington State Department of Transportation (WSDOT).

BACKGROUND

Funding for WSDOT capital projects increased significantly with passage of the "nickel tax" in 2003, for a 2003-2005 Biennium total of $2.6 billion. Goals for this increased funding include congestion relief, safety improvements, and preservation of aging facilities. WSDOT is responsible for implementing capital projects to achieve these goals efficiently and effectively, including meeting the project budget, scope, and expectations of the Legislature and taxpayers.

STUDY SCOPE

As directed by TPAB, this review will focus on management issues surrounding execution of WSDOT capital projects, with the goal of identifying options for future TPAB audit and evaluation studies.

The management issues reviewed may include: description of the critical path management, risk management, project reporting, and organizational structures used to execute WSDOT capital projects related to highway preservation, highway improvement, and ferry system capital projects.

OBJECTIVES

1. Describe and diagram the procedures and processes used by WSDOT to execute highway and ferry system capital projects.

2. Describe and diagram the organizational structures within WSDOT used to execute capital projects. Describe the roles and responsibilities within these structures, and the relationships to external entities that have a role in the execution of projects.

3. Review the procedures and processes used by WSDOT to develop and manage the "critical path" for capital projects in order to meet schedule, scope, and budget expectations. "Critical path" means the series of tasks that must finish on time for the entire project to finish on schedule. Critical path management includes identification of tasks, assessment of resources needed to execute tasks, assignment of roles and responsibilities, and sequencing and prioritization of tasks.

4. Review the procedures and processes used by WSDOT to identify, manage, and mitigate schedule, scope, and budget risks in executing capital projects.

5. Review the project reporting systems used by WSDOT to manage capital projects, critical paths, and risks.

6. Based on this analysis, identify options for future TPAB audit and evaluation studies on transportation capital project management.
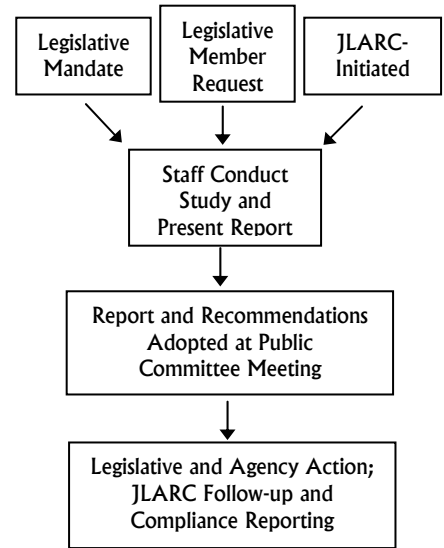
TIME FRAME FOR THE STUDY

Report to be delivered to TPAB and LTC by December 15, 2004.

JLARC STAFF CONTACT FOR STUDY

Keenan Konopaski   360.786.5187   *konopask_ke@leg.wa.gov*

Steve Lerch   360.786.5178   *lerch_st@leg.wa.gov*

JLARC Study Process

Criteria for Establishing JLARC Work Program Priorities

➤ Is study consistent with JLARC mission? Is it mandated?

➤ Is this an area of significant fiscal or program impact, a major policy issue facing the state, or otherwise of compelling public interest?

➤ Will there likely be substantive findings and recommendations?

➤ Is this the best use of JLARC resources: For example:

➤ Is the JLARC the most appropriate agency to perform the work?

➤ Would the study be nonduplicating?

➤ Would this study be cost-effective compared to other projects (e.g., larger, more substantive studies take longer and cost more, but might also yield more useful results)?

➤ Is funding available to carry out the project?